

The Impact of Hotel Service Innovation on Customer Satisfaction: A Quantitative Analysis Based on the Mediating Effect of Service Quality

Li Sheng¹, Ha Yougho^{1*}

¹ *Sehan University, Korea*

Accepted

2025-10-26

Keywords

The Impact of Hotel Service
Innovation; Customer Satisfaction;
Service Quality

Corresponding Author

Ha Yougho

Copyright 2025 by author(s)

This work is licensed under the
CC BY 4.0



<https://doi.org/10.70693/itphss.v2i10.1567>

Abstract

With the advancement of economic globalization and the booming tourism industry, the hotel sector, as a crucial component of the service industry, faces increasingly fierce competition. According to relevant data, the number of hotels has continued to grow in recent years, while market saturation has gradually increased. In 2023 alone, there were 343,545 accommodation facilities nationwide with over 15 rooms each, totaling 17,321,745 guest rooms. Under such market conditions, competition among hotels has intensified, making it imperative for every hotel operator to consider how to stand out among numerous competitors. In the fiercely competitive hotel market, service innovation has become the key to hotels gaining a competitive advantage. Customer satisfaction, as an important indicator for measuring the quality of hotel services and business performance, is directly related to the hotel's reputation, return rate, and market competitiveness. Service quality plays a crucial mediating role between hotel service innovation and customer satisfaction. High quality service is the foundation for achieving service innovation and the key to improving customer satisfaction.

1. Introduction

Against the backdrop of rapid development in the global tourism and service economy, the hotel industry, as an important component of the service industry, is facing increasingly fierce market competition and diversified challenges from customer demands. With the continuous improvement of consumer expectations and the rapid advancement of information technology, traditional hotel service models are no longer able to fully meet customers' personalized needs and experience demands. Therefore, service innovation has gradually become one of the key strategies for the hotel industry to enhance competitiveness and customer satisfaction. How to enhance the overall customer experience and satisfaction through innovative service concepts, technologies, and management methods has become a core issue of concern for both academia and industry.

Customer satisfaction, as an important indicator for measuring the quality of hotel services and business performance, is directly related to the hotel's reputation, return rate, and market competitiveness. Satisfied customers are more likely to become loyal customers and recommend

hotels to others, thereby bringing more potential customers to the hotel. According to relevant research, positive customer reviews can encourage them to become repeat customers and bring more potential customers to the hotel through word-of-mouth communication. Good customer satisfaction also helps reduce marketing costs, as satisfied customers are more likely to spontaneously engage in word-of-mouth promotion. Therefore, improving customer satisfaction is the key to achieving sustainable development for hotels.

Service quality plays a crucial mediating role between hotel service innovation and customer satisfaction. High quality service is the foundation for achieving service innovation and the key to improving customer satisfaction. The service quality of a hotel covers the entire process from customer arrival to departure, including employee attitude, communication skills, response speed, hygiene environment, safety assurance, and other aspects. A friendly, sincere, and patient service attitude can leave a good impression on customers and enhance their satisfaction; Hotel employees possess excellent verbal and written communication skills, ensuring smooth communication with customers and improving customer satisfaction. Only by providing high-quality services can hotels convey the value of service innovation to customers and thereby enhance customer satisfaction.

in the fiercely competitive hotel market, service innovation has become the key to hotels gaining a competitive advantage. Consumer demands are becoming increasingly diverse and personalized, and traditional standardized services are no longer able to meet customers' expectations. Hotels must constantly innovate their services to meet the increasingly diverse and personalized needs of customers. For example, some hotels have launched intelligent services, such as smart room control systems, which allow guests to control room lighting, temperature, and other devices through their mobile phones, enhancing their stay experience; Some hotels also offer specialty dining, leisure and entertainment services, which provide additional sources of income for the hotels. Service innovation can not only enhance customer experience, but also create unique brand value for hotels, attract more customers, and increase market share and competitiveness.

This study aims to explore the impact of hotel service innovation on customer satisfaction and reveal the mediating role of service quality in this relationship. Through empirical research, a relationship model between the three is constructed to analyze how service innovation affects service quality and customer satisfaction, providing targeted recommendations for hotel managers to improve service quality and customer satisfaction, and enhance the hotel's market competitiveness.

From a theoretical perspective, this study enriches the theoretical research in the field of hotel service management. At present, although there have been many studies on hotel service innovation, service quality, and customer satisfaction, there are relatively few studies that combine the three and explore their intrinsic relationships in depth. This study constructs a relationship model between service innovation, service quality, and customer satisfaction, which helps to further improve the theoretical system of hotel service management and provide new perspectives and ideas for subsequent research.

From a practical perspective, this study has important guiding value for hotel managers. In the fiercely competitive hotel market, managers need to clarify the direction and focus of service innovation, as well as how to improve customer satisfaction by enhancing service quality. The results of this study can help hotel managers better understand the relationship between service innovation, service quality, and customer satisfaction, and thus develop more scientific and reasonable service strategies. Managers can increase investment in service innovation, optimize service processes, improve service efficiency, strengthen employee training, enhance their service

awareness and professional skills based on research results, in order to improve service quality, enhance customer satisfaction, and achieve sustainable development of the hotel.

2. Literature Review

2.1 Hotel Service Innovation Theory

Hotel service innovation refers to the creative changes made by hotels in terms of service concept, service content, service process, service technology, etc., in order to improve service quality, meet customer needs, and enhance market competitiveness. It not only includes the introduction of new service products or service methods, but also encompasses the improvement and optimization of existing services. The connotation of hotel service innovation is rich and involves multiple aspects. In terms of technological innovation, advanced information technologies such as the Internet of Things and artificial intelligence are utilized to enhance the intelligence level of services. Some high-end hotels have introduced intelligent robots to provide guests with luggage handling, food delivery and other services, improving service efficiency and bringing novel experiences to guests.

In terms of process innovation, optimize service processes, reduce unnecessary steps, improve service efficiency and customer satisfaction. The hotel simplifies check-in and check-out procedures, enabling online booking, room selection, payment, and other functions, making it more convenient for guests to complete accommodation arrangements, saving time and energy.

Service content innovation refers to developing new service projects or upgrading existing services. Some resort hotels have launched special services such as parent-child themed activities and health and wellness courses to meet the personalized needs of different guests and enrich their accommodation experience. Hotels can also collaborate with surrounding attractions and businesses to provide guests with more value-added services, such as travel consultation, ticket booking, and specialty dining recommendations, to enhance guest satisfaction and loyalty.

Innovation in hotel services is of great significance for enhancing the competitiveness of hotels. Through innovation, hotels can better meet the increasingly diverse and personalized needs of customers, thereby attracting more customers and increasing market share. Innovation can also help hotels establish a unique brand image, enhance brand appeal and influence, and make hotels stand out in fierce market competition.

Hotel service innovation can be divided into multiple types, each containing different dimensions that are interrelated and jointly promote the innovative development of hotel services.

Technological innovation is the use of modern information technology to improve service efficiency and quality. By introducing intelligent systems, remote control of guest room equipment can be achieved. Guests can adjust the temperature, lighting, curtains, etc. of the room through a mobile app, improving the convenience and comfort of their stay; By utilizing big data analysis technology, hotels can gain a deep understanding of guests' preferences and consumption habits, and provide personalized service recommendations for guests, such as recommending restaurants that suit their taste and tourist attractions of interest based on their historical orders.

Process innovation is the optimization and reengineering of service processes to improve service efficiency and customer satisfaction. Simplify check-in and check-out processes to reduce guest waiting time; Optimize the catering service process, improve the speed and quality of serving. Some hotels use self-service check-in equipment, where guests can check in on their own without waiting in line at the front desk, greatly improving check-in efficiency.

Personnel innovation emphasizes the training and development of employees, improving their service awareness and professional skills. Strengthen employee service skills training to enable

them to better communicate and interact with customers, and provide high-quality services; Encourage employees to think innovatively and propose new service concepts and methods. Hotels can regularly organize employee training courses, invite industry experts to give lectures, share the latest service concepts and experiences, and stimulate employees' innovative vitality.

Marketing strategy innovation is the use of innovative marketing methods and channels to increase the hotel's visibility and market share. Utilize social media for marketing and promotion, attract potential customers' attention by posting beautiful pictures, videos, and other content; Implement a membership system and loyalty program to enhance customer loyalty. Hotels can hold online activities on social media platforms, such as lucky draws, check ins, etc., to attract users and increase brand exposure.

These types and dimensions of innovation interact with each other to promote innovation and improvement in hotel services. Technological innovation provides support for process innovation, personnel innovation is the key to achieving other innovations, and marketing strategy innovation helps to push innovative results to the market and improve the competitiveness of hotels.

2.2 Service Quality Theory

Service quality refers to the gap between customers' expectations of service and their actual experience. When the actual experience meets or exceeds the expectations, customers will consider the service quality to be high, and vice versa, they will consider the service quality to be low. Service quality not only includes the results of the service, but also encompasses the process of the service, involving multiple aspects such as the attitude, skills, and efficiency of the service provider.

In the hotel industry, the commonly used service quality assessment model is the SERVQUAL model, proposed by Parasuraman, Zeithaml, and Berry, which evaluates service quality from five dimensions: reliability, responsiveness, assurance, empathy, and tangibility. Reliability refers to the hotel's ability to accurately fulfill its promised services, such as providing booked rooms on time and providing catering services accurately and without error; Responsiveness refers to the degree to which hotel staff are willing to help customers and provide timely services, such as responding quickly to their needs and resolving their issues in a timely manner; Assurance refers to the knowledge, skills, and attitudes of employees that can make customers feel trusted and reassured, such as professional service knowledge, enthusiastic and friendly attitudes, etc; Empathy refers to the ability of hotels to empathize with customers, pay attention to their personalized needs, and provide personalized services; Tangibility refers to the tangible display of hotel facilities, equipment, environmental atmosphere, etc., such as clean and comfortable guest rooms, beautiful and elegant restaurant environment, etc.

Through the SERVQUAL model, hotels can understand customers' evaluations of service quality, identify problems and deficiencies in service, and make targeted improvements and enhancements. Hotels can collect customer feedback through surveys, customer interviews, and other methods, analyze it using the SERVQUAL model, identify gaps with customer expectations in various dimensions, and develop corresponding improvement measures to enhance service quality.

The constituent elements of hotel service quality are multifaceted, and these elements influence each other, jointly determining the level of hotel service quality.

Facilities and equipment are the material basis for hotels to provide services, including beds, furniture, and appliances in guest rooms, tables, chairs, and tableware in restaurants, as well as leisure facilities such as gyms and swimming pools. The intactness, comfort and progressiveness

of facilities and equipment directly affect the customer's experience. Comfortable beds and advanced smart devices can make guests feel more comfortable and convenient during their stay.

Service personnel are the direct providers of hotel services, and their professional competence, service attitude, and communication skills play a crucial role in the quality of service. Enthusiastic, friendly, professional and efficient service personnel can create a good service atmosphere for guests and enhance their satisfaction. Employees who can timely and accurately meet the needs of guests, and demonstrate good etiquette and patience during the service process, will leave a deep and good impression on guests of the hotel's service.

The rationality and efficiency of service processes affect the efficiency and quality of services. A simplified and smooth service process can reduce customer waiting time and improve service response speed. An efficient check-in process and fast catering service process can enhance guests' experience.

The environmental atmosphere is the intuitive feeling that a hotel gives to guests, including the hotel's decoration style, hygiene conditions, background music, etc. A warm, comfortable, tidy and elegant environment atmosphere can make guests feel relaxed and happy. The decoration style and positioning of the hotel are in line, with good hygiene and soothing background music, all of which help to enhance guests' positive impression of the hotel.

These constituent elements are interrelated and together form the overall quality of hotel services. Hotels can only provide high-quality services, meet customer needs, and enhance customer satisfaction by achieving excellence in all aspects.

2.3 Customer Satisfaction Theory

Customer satisfaction refers to the feeling that customers have when their expectations for a product or service are compared to their actual experience. When a customer's actual experience meets or exceeds their expectations, they will feel satisfied; On the contrary, if the actual experience falls below expectations, customers will feel dissatisfied. Customer satisfaction not only reflects the customer's evaluation of the current service, but also has an important impact on customer loyalty and word-of-mouth communication. Satisfied customers are more likely to become repeat customers and recommend the service to others, thereby bringing more potential customers to the enterprise.

There are various methods for measuring customer satisfaction, including questionnaire surveys, interviews, online evaluation analysis, etc. Questionnaire survey is one of the most commonly used methods, which involves designing a series of service related questions to understand customers' satisfaction ratings in various aspects. The questions can cover multiple dimensions such as service quality, price, environment, etc., and can be scored or selected by customers using forms such as Likert scales. Interviews are conducted through face-to-face or telephone communication with customers to gain a deeper understanding of their feelings and opinions, and to obtain more detailed information. Online evaluation analysis is to collect the evaluations left by customers on major tourism websites, social media and other platforms, analyze the keywords and emotional tendencies, and understand customer satisfaction with the help of the Internet platform.

Service quality is the core factor that affects customer satisfaction. High quality service can meet the needs of customers, exceed their expectations, and thus enhance customer satisfaction. The warm and thoughtful service provided by hotel staff, efficient and responsive service, and comfortable and pleasant accommodation environment can all make customers feel a good service experience, thereby improving satisfaction.

Price is also an important factor. Whether the price is reasonable directly affects customers' perception of the value of the service. When customers believe that the price matches the value of the service they receive, they are more likely to feel satisfied; On the contrary, if the price is too high and the service quality fails to reach the corresponding level, customers may be dissatisfied.

Customer expectations have a significant impact on satisfaction. Expectations are usually influenced by factors such as customers' past experiences, evaluations from others, and hotel promotions. If a hotel excessively exaggerates its services in its promotion, resulting in high customer expectations and actual services not meeting expectations, it will lead to a decrease in customer satisfaction.

Personal factors, such as customer personality, consumption habits, emotions, etc., can also have an impact on satisfaction. Customers with different personalities have different requirements and feelings for service, and their consumption habits can also affect their evaluation of service. Customers in a happy mood may have a higher tolerance for service, while customers in a bad mood may be more likely to be picky about service.

These factors interact with each other and collectively affect customer satisfaction. Hotels need to comprehensively consider these factors, improve service quality, set reasonable prices, manage customer expectations, and pay attention to individual differences of customers in order to enhance customer satisfaction.

3. Methodology and Procedures

3.1 Research hypothesis proposed

Hotel service innovation has a significant positive impact on service quality. Technological innovation can provide strong support for improving the quality of hotel services. By introducing intelligent service systems, hotels can achieve automation and informatization of service processes, thereby improving the accuracy and efficiency of services. The intelligent room control system allows guests to easily control the lighting, temperature, curtains, and other devices in the room through their mobile phones or tablets. It not only provides guests with a convenient experience, but also reduces errors that may occur due to manual operation. The intelligent customer service system can quickly respond to customer inquiries and needs, improving the response speed of services.

Process innovation is also an important way to improve service quality. By optimizing and reengineering service processes, hotels can reduce unnecessary steps and improve service efficiency and fluency. Simplifying check-in and check-out procedures, implementing online booking, room selection, payment and other functions, can greatly shorten guests' waiting time and improve their satisfaction. Optimizing the catering service process, improving the speed and quality of serving, can also provide guests with a better dining experience.

Innovation in service content can also significantly improve service quality. Developing new service projects or upgrading existing services can meet the increasingly diverse and personalized needs of customers. The unique catering, leisure and entertainment services launched by the hotel not only enrich guests' accommodation experience, but also provide additional sources of income for the hotel. Provide professional business services for business guests, such as conference room rental, business secretaries, etc., to meet their work needs; Providing special services such as parent-child themed activities and health courses for vacation guests can meet their leisure needs.

Hotel service innovation can directly and positively impact customer satisfaction. Innovation can better meet the needs of customers. With the development of social economy and the improvement of people's living standards, customers' demands for hotel services are becoming increasingly diverse and personalized. Hotels can develop service products and methods that better meet customer needs through service innovation. Providing personalized services and

tailoring service plans based on guests' preferences and needs, such as preparing favorite fruits and decorating personalized rooms, can make guests feel cared for and valued by the hotel, thereby enhancing their satisfaction.

Service innovation can also bring customers a brand new experience. Introducing new service concepts and technologies can create a unique accommodation experience for guests. Some hotels use virtual reality (VR) technology to provide guests with immersive travel experiences, allowing them to experience the customs and traditions of different places in their rooms; Some hotels also create smart rooms to allow guests to experience the convenience and comfort brought by high technology. These innovative services can attract customers' attention, stimulate their interest, and thus enhance their satisfaction.

Service quality is a key factor affecting customer satisfaction, and high-quality service quality can significantly positively impact customer satisfaction. Service quality covers all aspects of hotel services, including employees' service attitude, professional skills, service efficiency, etc. The enthusiastic, friendly, professional and efficient service provided by employees can make customers feel comfortable and satisfied. When guests encounter problems, the staff's ability to solve them promptly and accurately will leave a good impression on the hotel's service.

The facilities, equipment, environment, and atmosphere of hotels also belong to the category of service quality. Comfortable beds, tidy rooms, pleasant environment and atmosphere can all provide guests with a good accommodation experience, thereby enhancing their satisfaction. The quality of hotel catering services is also crucial. Delicious food, high-quality ingredients, and elegant dining environment can meet the taste buds of guests, allowing them to enjoy delicious food while also feeling the high-quality service of the hotel.

Service quality plays a mediating role between hotel service innovation and customer satisfaction. Service innovation is an important means to improve service quality, and the improvement of service quality can directly affect customer satisfaction. Hotels can improve service quality through service innovation, such as technological innovation, process innovation, and service content innovation. Introducing intelligent service systems, optimizing service processes, and developing unique service projects can all improve the efficiency, accuracy, and personalization of services, thereby enhancing service quality.

Improved service quality can better meet the needs of customers, provide them with a better experience, and ultimately enhance customer satisfaction. When the service quality of the hotel is improved, guests can feel more convenient, comfortable, and personalized service during their stay, and their satisfaction will naturally increase. Service quality serves as a bridge and link between service innovation and customer satisfaction, conveying the results of service innovation to customers and thus affecting their satisfaction.

Based on relevant theoretical reviews, the following hypothesis 1 is proposed:

H1: Hotel service innovation has a significant positive impact on service quality.

H2: Hotel service innovation has a significant positive impact on customer satisfaction.

H3: Service quality has a significant positive impact on customer satisfaction.

H4: Service quality plays a mediating role between hotel service innovation and customer satisfaction.

3.2 Participants and Sampling

This study focuses on the customers of star rated hotels in major cities in China, and selects mid to high end hotels (four-star and above) from five regions including Beijing, Shanghai, Guangzhou, Chengdu, and Xi'an as the sample source. The study used a combination of convenience sampling and online questionnaires for data collection.

The survey targets customers who have stayed at star rated hotels at least once in the past year. To ensure the representativeness of the sample and the validity of the data, a pilot test was conducted on the questionnaire before distribution, and the scale items were revised. A total of

500 questionnaires were distributed for the formal survey, and 436 valid questionnaires were collected, with an effective rate of 87.2%. Among them, male customers account for 48.6% and female customers account for 51.4%; The age range is mainly concentrated between 25 and 45 years old, with a high level of education and strong purchasing power.

3.3 Research Methods

Data analysis was conducted in three stages:

Descriptive Statistics and Difference Analysis: Means, standard deviations, skewness, and kurtosis were calculated using SPSS 26.0, followed by *t*-tests and ANOVA to examine demographic differences.

Correlation and Regression Analysis: Used to test the relationships and predictive effects among the variables.

Structural Equation Modeling (SEM) Verification: AMOS 24.0 was used to construct the path model and analyze the mediating effect of learning engagement, while the Bootstrap method was applied to test the significance of the mediation effect.

4. Results and Discussion

4.1 Overall Level Description

Table 1-1 The mean (M), standard deviation (SD), skewness (Skewness), and kurtosis (Kurtosis) of each research variable were presented.

Table 1-1 Descriptive statistical results of each variable (N=436)

<i>variable</i>	<i>M</i>	<i>SD</i>	<i>Skewness</i>	<i>Kurtosis</i>
<i>Service Innovation</i>	3.86	0.72	-0.31	0.15
<i>Service Quality</i>	3.94	0.68	-0.27	0.12
<i>Customer Satisfaction</i>	4.02	0.70	-0.35	0.23

From the table, it can be seen that the average scores of each variable are all above 3.8, indicating that customers generally have a high evaluation of the hotel's service innovation and service quality, and the overall satisfaction level is high. The skewness and kurtosis are both within ± 1 , indicating that the data basically meets the requirements of normal distribution and is suitable for subsequent structural equation analysis.

4.2 Correlation Analysis

To understand the preliminary relationship between variables, Pearson correlation analysis was used. The results are shown in Table 1-2.

Table 1-2 To understand the correlation coefficients between variables (N=436)

<i>variable</i>	<i>1</i>	<i>2</i>	<i>3</i>
<i>Service Innovation</i>	1		
<i>Service Quality</i>	0.692***	1	
<i>Customer Satisfaction</i>	0.641***	0.738***	1

*** $p < .0001$

The results showed that there was a significant positive correlation between all variables, indicating that the higher the service innovation, the higher the perceived service quality and

satisfaction of customers. This provides preliminary support for subsequent hypothesis testing.

4.3 SEM Analysis

Using AMOS 26.0 for structural equation modeling, the model fitting metrics are as follows:
1-3.

Table 1-3 Model Fit Indices (N=436)

<i>Fitting indicators</i>	<i>Ideal standard</i>	<i>actual value</i>
χ^2/df	< 3	2.41
GFI	> 0.90	0.928
CFI	> 0.90	0.957
TLI	> 0.90	0.949
RMSEA	< 0.08	0.056

All indicators have reached the good fitting standard, indicating a high degree of model fitting.

4.4 Hypothesis Testing

The results of the model path analysis are shown in Table 1-4.

Table 1-4 Structural equation path coefficients and significance

<i>hypothesis</i>	<i>path</i>	<i>Standardization coefficient (β)</i>	<i>T-value</i>	<i>salience</i>	<i>result</i>
H1	Service Innovation→Customer Satisfaction	0.312	4.87	p < 0.001	support
H2	Service Innovation→Service Quality	0.684	9.15	p < 0.001	support
H3	Service Quality→Customer Satisfaction	0.546	7.82	p < 0.001	support

All three paths have reached a significant level, indicating that service innovation not only directly improves customer satisfaction, but also significantly enhances customers' perception of service quality, and service quality itself has a strong positive impact on satisfaction.

4.5 Mediation Effect Analysis

To verify the mediating role of service quality between service innovation and customer satisfaction, the Bootstrap (5000 resampling) method was used to calculate the indirect effects and confidence intervals. The results are shown in Table 1-5.

Table 1-5 The intermediary effect test results of service quality

<i>path</i>	<i>indirect effect</i>	<i>95% confidence interval</i>	<i>salience</i>	<i>Intermediary type</i>
Service Innovation→Service Quality→Customer Satisfaction	0.373	[0.262, 0.489]	p < 0.001	Partial intermediary

The results show that the indirect effect is significant, and the direct effect (0.312) is still significant, indicating that service quality plays a partial mediating role between service

innovation and customer satisfaction. This indicates that hotels can not only directly impact customer satisfaction through innovation, but also further enhance customer experience and satisfaction by improving service quality.

5. Conclusion and Suggestion

This study conducted empirical analysis to explore the relationship between hotel service innovation, service quality, and customer satisfaction. The main conclusion drawn is that hotel service innovation has a significant positive impact on service quality. Service innovation in dimensions such as technological innovation, process innovation, personnel innovation, and marketing strategy innovation can improve the service quality of hotels from different aspects. Introducing technological innovations such as intelligent room control systems can improve the convenience and accuracy of services; Optimizing service processes can improve service efficiency; Strengthening employee training can enhance their service awareness and professional skills, thereby improving service quality.

Hotel service innovation has a direct positive impact on customer satisfaction, and can also indirectly affect customer satisfaction by improving service quality. Service innovation can meet the increasingly diverse and personalized needs of customers, bring them new experiences, and directly improve customer satisfaction. By improving service quality, service innovation can better meet customer needs and further enhance customer satisfaction. The hotel has launched innovative services such as specialty catering and leisure entertainment, which can directly meet the personalized needs of customers and enhance customer satisfaction; And improving service quality through technological innovation, such as intelligent customer service systems responding quickly to customer needs, can indirectly enhance customer satisfaction.

Service quality plays a mediating role between hotel service innovation and customer satisfaction. Service innovation affects customer satisfaction by improving service quality. The innovative measures of hotel services can only truly improve customer satisfaction if they are translated into actual improvements in service quality. Only by introducing new service technologies in hotels and improving service quality dimensions such as reliability and responsiveness in practical applications can customers feel the improvement in service and thus increase satisfaction.

This study has certain limitations. In terms of sample selection, although stratified sampling was used, the sample was mainly concentrated in hotels in some areas, which may not fully represent the situation of the entire hotel industry. Future research can further expand the sample size to cover more regions, different levels and types of hotels, in order to improve the generalizability of research results.

In terms of research methods, this study mainly adopts questionnaire surveys and statistical analysis methods. Although it can verify the relationship between variables, there is a lack of in-depth exploration for some deep-seated issues, such as the specific implementation process of service innovation and the key factors for improving service quality. Future research can combine case studies, interviews, and other methods to conduct in-depth analysis of hotel service innovation and service quality improvement practices, in order to obtain richer and more comprehensive research results.

This study only explored the mediating role of service quality between hotel service innovation and customer satisfaction, and there may be many factors that affect the relationship between hotel service innovation and customer satisfaction, such as market competition, brand image, customer loyalty, etc. Future research can further expand the research perspective and explore the mechanisms of these factors, in order to more comprehensively reveal the complex relationship between hotel service innovation and customer satisfaction.

References

- Amin, M., Yahya, Z., Ismayatim, W. F. A., Nasharuddin, S. Z., & Kassim, E. (2013). Service quality dimension and customer satisfaction: An empirical study in the Malaysian hotel industry. *Services Marketing Quarterly*, 34(2), 115–125. <https://doi.org/10.1080/15332969.2013.770665>
- Chen, S. C., & Hu, H. H. (2010). The effect of relational benefits on perceived value in relation to customer loyalty: An empirical study in the Australian coffee outlets industry. *International Journal of Hospitality Management*, 29(3), 405–412. <https://doi.org/10.1016/j.ijhm.2009.09.006>
- Chen, Y., Wang, Y., & Sun, V. (2020). Service innovation and customer satisfaction: The moderating role of digital transformation in the hospitality industry. *Tourism Management Perspectives*, 34, 100657. <https://doi.org/10.1016/j.tmp.2020.100657>
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50. <https://doi.org/10.1177/002224378101800104>
- Grönroos, C. (2001). The perceived service quality concept: A mistake? *Managing Service Quality: An International Journal*, 11(3), 150–152. <https://doi.org/10.1108/09604520110393386>
- Homburg, C., Jozić, D., & Kuehnl, C. (2017). Customer experience management: Toward implementing an evolving marketing concept. *Journal of the Academy of Marketing Science*, 45(3), 377–401. <https://doi.org/10.1007/s11747-015-0460-7>
- Hu, M. L. M., Horng, J. S., & Sun, Y. H. C. (2009). Hospitality teams: Knowledge sharing and service innovation performance. *Tourism Management*, 30(1), 41–50. <https://doi.org/10.1016/j.tourman.2008.04.009>
- Kuo, Y. F., & Yang, C. Y. (2011). The effects of green innovation on environmental and corporate performance: A stakeholder perspective. *Journal of Business Ethics*, 104(3), 361–370. <https://doi.org/10.1007/s10551-011-0913-0>
- Ladhari, R. (2009). A review of twenty years of SERVQUAL research. *International Journal of Quality and Service Sciences*, 1(2), 172–198. <https://doi.org/10.1108/17566690910971445>
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). SERVQUAL: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1), 12–40.
- Rust, R. T., & Oliver, R. L. (1994). Service quality: Insights and managerial implications from the frontier. In R. T. Rust & R. L. Oliver (Eds.), *Service quality: New directions in theory and practice* (pp. 1–19). Thousand Oaks, CA: Sage.
- Vargo, S. L., & Lusch, R. F. (2004). Evolving to a new dominant logic for marketing. *Journal of Marketing*, 68(1), 1–17. <https://doi.org/10.1509/jmkg.68.1.1.24036>
- Yi, Y., & Gong, T. (2008). The effects of customer justice perception and affect on customer citizenship behavior and customer dysfunctional behavior. *Industrial Marketing Management*, 37(7), 767–783. <https://doi.org/10.1016/j.indmarman.2008.01.005>